Recruitment and Selection in Practice: A Qualitative Study

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Abstract - Today's institutions face great challenges to get employees with distinctive talents and retain qualified as well as skilled employees, as organisations isolate recruitment and selection process and are considered to be only a part of general human resource management practices. This report aims to examine the theoretical aspect of recruitment and selection process and business cases of recruitment and selection considering changing phases business environment, which poses greater challenges in managing people and retain highly skills employees. An interview was conducted to understand the recruitment and selection process in the context of Oman organizations background. The results show that strategic recruitment practices enable organisation to select and recruit competent employees, which help in obtaining competitive advantage. The report suggests the importance of aligning selection and recruitment process with business level strategies, as it may lead to better results in terms of employee and organisation performance and productivity, apart from creating employer brand.

Keywords – recruitment, selection, Qualitative study, employee.

I. INTRODUCTION

The recruitment and selection is process within the organisation and is considered as essential part of overall human resource management (HRM) practice. Authors confer that recruitment and selection is closely related with other HRM process for example, HR planning, human resource development (HRD), succession planning and so on (Krause, 2006). In modern organisation, the key concepts of recruitment and selection are associated with attraction and retention of skilled employees. Since, HR is considered as an asset and HRM act as integrative part in business strategic process.

The recruitment and selection are considered to be two different process. According to Barber (1998) recruitment refers to basic activity of attracting & identifying potential workers for the organisations. Gilmore & Williams (2013) discussed selection process starts after recruitment, where the job applications are scrutinized, and decisions are taken to choose right person for right job. Studies have discussed that the traditional personnel management functions specifically like recruitment and selection have been displaced based on organisational strategic objectives (Lance, 2007).

In such a scenario, the purpose of this report to provides theoretical approach and development about recruitment and selection. The report covers debates that clarify about the importance of recruitment & selection and highlights the popular methods of recruitment and selection. In addition, provide quality analysis of reviews and discussions related to recruitment and selection in practice, especially in context of Oman.

II. RECRUITMENT AND SELECTION METHODS

There are many methods of recruitment and selection and we already know that most of the organisations use the traditional techniques such as pre-hire tests or interviews but nowadays also there are some new techniques such as Classic trio and Assessment Center. Tests is considered as a stage for the liquidation of candidates because after testing the huge number of applicants who applied for the job will be directly reduced which makes the selection process less difficult than the beginning. There are many types of tests such as "online tests, abilities test, Psychometric test…etc" and it depends on each company and what they need. (Schmidt & Hunter, 1998).

Interviews are one of the most widespread and used techniques in the world of employment because they are more natural and face-to-face communication is one of the most preferred technologies by most institutions in the countries of the world and in the Arab countries more so it is the most common technology in the Arab world because it fits The system in Arab countries can be aligned with the civilization and views of Arab countries (Alalawi , 2007). We can say that interviews are the best way to choose an

employee often if the job vacancy depends a lot on the personality of the employee but, as already mentioned, the situation varies from one institution to another.

One of the most used methodologies in today's business is called the Classic trio and regarding to selection process in the present world of business it is essentially a blend of three recognized techniques. To begin with you have an arrangement of exams took after by a meeting lastly an examination about the applicants history and experiences in the past work places (Torrinton, 2005). The classic trio, blending three fundamental systems of selection is thought to be a classic method for picking an employee for new specific job, and a few people still thinking that it is a very effective selection method in modern organisation.

In view of some searches, classic trio is utilized by a lot of associations working in various places all around the world. This methodology can suite be able to a few organizations because of its being adaptable and flexible in a lot of fields. For instance an exploration done on the cordiality business in Europe demonstrates that seventy five percent of the organizations utilize the classic trio, and there is little proof of employers looking for different sorts of methods & strategies in this industry (Nickson, 2005). The classic trio was additionally discovered adjusted in many grocery stores in the UK as a methodology of choosing new workers (Nickson, 2004). Another search shows that most the restaurants franchise are likewise satisfied with using the classic trio as a technique for selection because it reaches to their prospects (Nerilee, 1996). Various different examples can be shown here regarding the matter of adjusting the classic trio as selecting methodology.

Another exceptionally fascinating examination on the effect of recruitment & selection on future execution was done on numerous graduate understudies from various professionals in the UK. Most have decided that classic trio is the most widely recognized technique they experienced amid their applications for the job period, and it is additionally the best strategy they went over regarding surveying their experiences & capability (Scholariosm, 2003). Because of its extremely concentrated and the truth of implements utilized as a part of this strategy, the outcomes are normally more precise than some other technique for selection (Millmore, 2003)

Another method of selection is assessment centre and it is actually a series of interviews & examinations which has been designed to measure & evaluate certain physiognomies of a candidate in another definition we can say its many types of methods are used together so when more than only one method is used the reliability & validity will be more increased (Torrington, 2005). Normally this process will take about 2 to 3 days. It might begin with face to face interview and after that characteristic test and group based activities and then followed with the job based examination, panel interviews & presentations (Callwood,

2018). this whole process would be monitored by a group team assessors whom are trained very well and they will be who monitor the performance of the applicants and will be collecting the data from all of the different techniques . in the end of the procedure final results of interview, exercises, tests will be calculated and help the assessors to choose between the candidates (Mckenna, 2004).

III.   THEORETICAL APPROACH

For nearly two decades, debate in the mainstream of literature on the nature of human resource management (HRM) and its practical application, the field continues to be subject of research. Articles and books on HRM have provided much theoretical and practical advancement and the most important debates critical discussion and issues surrounding HRM, is about operationalization of HRM practices like recruitment and selection. The contributions of several authors (Storey, 2007) and (Legge, 1995) and studies provide a solid and critical insight into the key issues surrounding HRM from a theoretical and practical point of view.

Literature review indicate that back in the history of recruitment and selection it has been founded that during first world war the US Army exercised a certain method of selecting people (Bratton, & Gold, 2017). A test of intelligence (IQ) was set up so that the rank assigned to each of them where determined according to the percentage of their intelligence. Later, this method was used by many companies and institutions (Magnuson,2002).

Management literature discusses that the recruitment and selection characteristics of an organization can play an important role in obtaining multitalented employees (Rees and Smith, 2017). Some studies have discussed selection process act as mediator between the quality of recruitment practices and organization competitiveness (Ahmad and Schroeder, 2002). The study results showed that an appropriate recruitment and selection technique enable organization to have positive influence to gain competitive advantage. This means that HR managers or directors need to pay close attention to select suitable methods of recruitment and selections.

Recruitment and selection theories primarily focus on the process of variables that are often associated with the psychological or environmental mechanisms organisation, which often is believed to be determined based on the outcomes of human resource practices such as workforce planning. Many researchers such as Huselid et al (1997), Patterson et al (2000) and Guest have discussed that there is significant link between the effectiveness of human resource management (HRM) practice and performance of organisation. (Dessler,2016) discussed that recruitment and selection as process and considered as the central activities of HRM which enables management for acquisition, development and reward the employees. However,

organisations may have to face number of hurdles in selecting the potential candidates for a job, as shown in figure.1 the hurdle appears starting from applicants' application to final selection process.

The traditional selection model severed the need of organization, but selection decisions were isolated to other business practices (Boxall and Purcell, 2000). Millmore, (2003) conserved about classic trio (refer to three main process that is application, interview and references) and discussed that recruitment and selection practices remained relatively unchanged. The traditional model of recruitment and selections is rooted with psychometric model, as most organisations initiate is to direct at defining to sort a person who will be able to perform a specific job efficiently and they often then to assess the application based on set of personal attributes which are established on person and/or job specification.
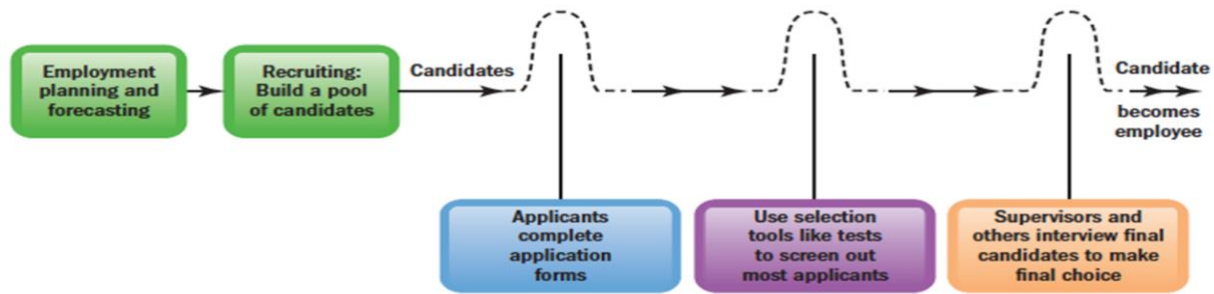
Figure 1 Recruitment and Selection Process

(Source: Dessler, 2016. Fundamentals of human resource management. Pearson)

Orlitzky (2007) citied Huselid (1995) model on selection conferred that the overall organizational effectiveness can be increased by focusing and determining right selection practices. Whereas, Boudreu and Ramstad (2003), highlighted use of selection would support strategic organizational goals, this contradicted Cascio (2003) model that assessed individual impact on organizational levels. The much talked and validated measures of KSAOs was considered as multidimensional performance model (Campbell, et al. 1993).

However, in recent years strategic orientations has made organizations to adopt sophisticated selection techniques and involve line managers in the process to encapsulated in the strategic modified process of recruitment and selection, there is always a likeness that the managers tend to use traditional approaches along with integrated approach to align employee resourcing with business strategies. In other words, strategic recruitment and selection provide an integrated solution for organisations that not only help them to address the issues of identifying right skills but also support in resolving the issues on employee retention and means to increase employees organisational commitment and level of employee engagement.

IV. RECRUITMENT AND SELECTION: STRENGTH AND WEAKNESS

For many years, selection and recruitment practice is adopted to attract the potential applicants for job opportunities in any company and extract the best among all of them. There are many ways to choose the employee, including interviews and tests by computer or written tests that specialize in skills or measuring the intelligence or aspects of the personality of the employee also there is a so-called evaluation center and the classic trio Each of these techniques is a series of tests and activities complement each other passes by the employee When he succeeds in all the steps he is employed.

Methods of selection are very critical and can be the main different between organizations achievements and failures, because picking a wrong employee will cost the association waste of money, time and maybe useless training & developing programs which probably will bring more future difficulties. Add to that their strength be a re-evaluation of the determination conspire utilized as a part of request to settle the issues through these methods, also it will add advance undesirable extra drifts to the organization (Van Clieaf, 1991).

However, studies have shown that structuring perfect matching staff may improve the quality of the work but in another hand, hiring employees with less abilities can affect the business such as demanding of the products or services may be reduced and customers will be diverted to the outside (Sreidhar, 2005). The author argues that one of the greatest weaknesses in selection methods (for instance telephone interview, selection through references) is that not many organisation are able to tests all attributes of potential candidates. Some studies have shown that recruitment & selection capacity can turn into an expensive and wasteful process if not structured in proactive & systematic way (Simona, 2007). This infers that before making the selection, the managers of the organization must use expert advice in all steps of recruitment and selection process.

Few studies suggest that organisations need to form distinct group that support organisation to commensurate with the nature of the work and reinforce the goals has been set in the organization (Glotsi, 2006). However, it is necessary for organisation to consider both physical and financial situation and requirements. It cannot be said that one a specific method is most appropriate method because each institution chooses the method that suits it according to the organization's workforce composition and needs.

V.   RECRUITMENT AND SELECTION IN PRACTICE: STRENGTH AND CHALLENGES

'Classic trio' regardless being a tradition method of selection process, many modern organisation essentially blend the three recognized techniques to select their employees (Torrinton, 2005). Studies have shown that 'classic trio' is utilized by a lot of associations working in various places all around the world. This methodology can suite many organizations because of its being adaptable and flexible in a lot of fields. For instance, a study on the cordiality business in Europe demonstrates that 75% of the organizations us the classic trio and there is little proof of employers looking for different sorts of methods & strategies (Nickson, 2005). The author argued that many grocery stores in the UK, this is used a methodology of choosing a new worker. Another study indicated that most the restaurants franchise are likewise satisfied with using the classic trio as a technique for selection because it reaches to their prospects (Mckenna, 2004). This system also found in Arab countries (Alalawi, 2007).

Another exceptionally fascinating examination on the effect of recruitment & selection on future execution was done on numerous graduate understudies from various professionals in the UK. Most have decided that classic trio is the most widely recognized technique they experienced amid their applications for the job period, and it is additionally the best strategy they went over regarding surveying their experiences & capability (Scholariosm,2003; Torrington,2005). Because of its extremely concentrated and the truth of implements utilized as a part of this strategy, the outcomes are normally more precise than some other technique for selection (Millmore, 2003)

Hurrell and Scholarios (2011) study on "Recruitment issues in the global hospitality and tourism industry – the case of China" discussed the contextual issues that like nature of industry and nations culture affects the recruitment. The authors discussed the advantage and disadvantage of various recruitment measures and conferred the link with organisations and stakeholder is created through appropriate HR practices, particularly when viewed from contemporary perspective (where employer branding and applicant perspective is vital).   When viewed form Marriott;s approach, the researcher argued once recruitment process is completed the organisations should not stop at this point, it

is important for them to position the candidate and provide training particular when the industry is associated with hospitality and tourism, where greater number fresh graduates are appointed (Pattersonn et al., 2018). Thus, it can be inferred that organisation have numerous scope to improve its recruitment process of organisation, for example coordinate the process with employers, education institutions and both public and private organization bodies are required to develop to attract and retain talents workforce (Jenkins, 2006).

Recent research report CIPD (2017) discussed the importance of creating an effective recruitment & selection strategy, as this ensures that the organization has the important abilities, credits & knowledge to meet present and future vital and operational prerequisites also, ensures demand & supply requirements meets together. Figure 2 highlights the core dimensions of strategic recruitment and selection practice. It clear indicated that recruitment and selection practice can be designed to suit the needs both planned and unplanned strategic change that may arise from an uncertain future or forces associated with business environment.

5.1   Recruitment & Selection Method: Shell Oman

Today, Oman's institutions are following up with many of the world's most advanced selection and recruitment technologies. There are special ways of selecting and employing in each organization in Oman, depending on the working structure & the size of the organization, also, based on its benefits and its internal and external policies.

As a concrete example of the best techniques in the selection and recruitment process in Oman, Shell is one of the leading companies in the oil and gas sector is renowned company and know across global. In an interview conducted with of the Director of Human Resources at Shell Oman. The interviewer conferred that Shell does not rely solely on one selection and employment method. The company adopts various methods and depends on the nature of work and type of employee's requirement. In other words, depends on the job and person specification for a vacancy. For instance, an applicant for a specific job may have to take up written tests and must prepare for series of interviews. Sometimes it is only interviews.

Shell implements the evaluation center system, which proved to be effective particularly while selecting employees among the new graduates. The applicants undergo continuous series of tests and activities which in turn automatically investigate those who do not meet the requirements at each stage. This technique does not consume much time when compared to other traditional techniques. However, interviewer informed that "These technologies are expensive and cannot be implemented by all companies". He also mentioned that there are 3 different

process for three different categories which are: graduates (fresh graduates + and employees who have less than 3 years' experience they will remain in the graduates category), experience hire (means people whom are not graduates but they have more than three years of experience) and junior staff (refer to very junior positions like drivers, receptionist, helpers and workers).

According to the HR director of Shell: "At Shell we have something called the assessment centres and in terms of recruitment theory, it is a series of recruitment activities that are done one after one other, which provides them with overall results and based on which hiring decisions are taken. This again proves to be very much successful when applied for the graduate applicants". The HR director indicated the company has different process of recruitment and it mostly depends on the segment. For instance, the graduates' recruitment categories the applicant as freshly graduated from a college or university, graduates with experience below or above 3 years and without experience.

The selection process at Shell depends on the numbers of the candidates. For instance, if the number of candidates are few then company prefer interviews and if have a big number of candidates then conducting interview is time consuming and not feasible. So the company has a filtration process to reduce the through tests, however final decision on selecting candidates is through interviews.

The HR director discussed the recruitment and selections methods supports in achieving organisational goals. However, the success factor in choosing a person for right jobs depends on alignment of business plans with human resource plans. So, according to HR director of Shell, the effectiveness of recruitment and selection method can be measured or evaluated based on performance of selected people during first year. Thus, it important for the organisations to have regular evaluation and feedback sections with their line managers and supervisors about new employees.
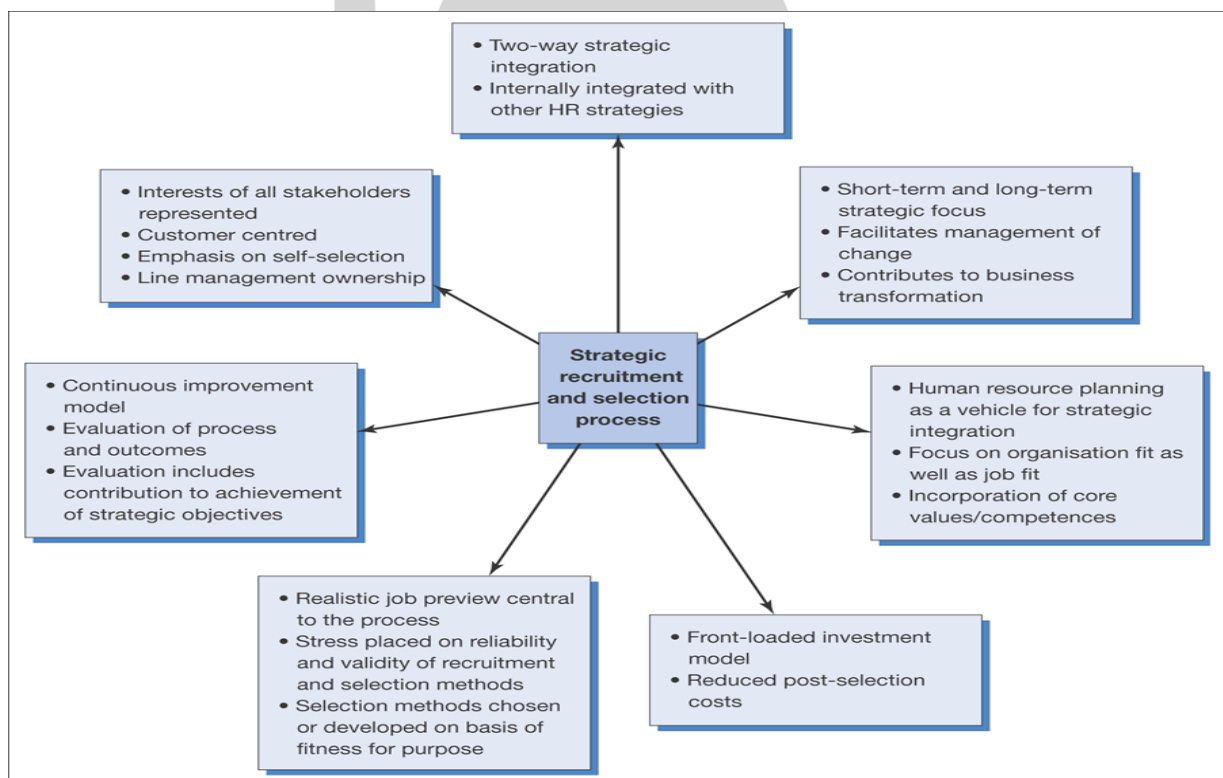

Figure 1. Core dimensions of Strategic Recruitment and Selection

(Source: Millmore et al., 2007. Strategic human resource management: contemporary issues. Pearson Education)

Furthermore, to explore whether similar process is adopted by any other organization in Oman. Various articles were researched online by posing questions on the selection and recruitment process and with no surprise, it was found that small companies find it difficult to adopt new techniques to cost involved in it. Studies have shown that looking into the working time of the managers to prepare for the interviews and others and this affects the quality of their work as well also for the tests, the tests which are designed for the applicants are not ready from the company itself they are

purchased (Taylor,2000). This is also counted among the expenses. Furthermore, when the applicants are coming from different countries or regions, the company must provide them with tickets and this adds to cost factors. Thus, it can be inferred here that the cost factors may cause hurdle for organisations to adopt certain best recruitment and selection methods.

VI. SUMMARY FINDINGS

This report was developed based on findings of various the questions which are mainly considered. Following is the summary of findings based on research questions

- The importance of recruitment and selection search showed that every organization adopt a process, but the success of such process or practice depends on workforce planning as it has direct impact on recruiting and retain competent workforce. Furthermore, appropriate recruitment and selection have significant impact on organizations performance because investment on human resources is considered as an asset.

- Creating an effective recruitment and selection strategy in the organization will help the organization on following the right steps to recruit the best employees and has also a lot of benefits for the company.

- There is no specific process as a standard for the recruitment and selection but most of the process that are highlighted on this research is mostly the popular ones.

- Modern organisations have developed recruitment and selection methods certain additional method (such as campus, graduate, job openings from company website and e-recruitment methods), however traditional methods of selections (such as classic trio & assessment center) still popular among many organisations across globe.

- Big organisations in Oman apply the new techniques of recruitment and selection methods along with traditional ways. However the major challenge is the cost factor. On other hand the smaller company tends to adopt traditional methods.

VII. CONCLUSIONS

The subject matter of recruitment and selection is huge, and several different approaches have been discussed and contradicted. This report coves few arguments, which indicated that the right choice of staff or employees not only position employers improve their brand image, but also provide an opportunity for employee to a position themselves which suite their abilities, which would be the best way to benefit back to organizations through job performance.

Thus, it can be concluded that a misinterpretation of HR practices particularly the recruitment and selection methods can create conflicting signals for employers, resulting in reduced less skilled employees and lower organizational performance. So, it is suggested that organizations to can have positive consequences, it needs to develop HR strategies that not only align with business objective and plan, but also support

integrating various aspects of strategic human resource aspects.

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